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Annual Report of the President, the University of Tennessee to the Board of Trustees, 1981-1982: Quality Despite Adversity Report

Edward J. Boling

University of Tennessee - Knoxville

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THE PRESIDENT'S ANNUAL REPORT 1981-1982

QUALITY DESPITE
ADVERSITY

1981-82 ANNUAL REPORT OF EDWARD J. BOLING, PRESIDENT, THE UNIVERSITY OF TENNESSEE
TO THE BOARD OF TRUSTEES, JUNE 17, 1982

THE UNIVERSITY OF TENNESSEE RECORD



Members of the UT Board of Trustees photographed at the 1981 fall meeting are, front row, left to right: UT President Edward J. Boling; Tom Elam; Ann Baker Furrow, vice chairwoman; Gov. Lamar Alexander, chairman; Elaine McReynolds; Paul J. Kinser; second row: Marcia A. Echols; R. Lee Winchester; Buford Goldstein; Pamela Anthony Moon, student trustee; T.O. Lashlee; Dr. Wayne Brown, executive director, Tennessee Higher Education Commission; Charlotte Parish; third row: William M. Johnson; A.B. Long, Jr.; James A. Haslam, II; Jack J. Craddock; Ben S. Kimbrough; James F. Harrison; Sam Cooper; Scott Probasco, Jr.; William H. Walker, III, commissioner of agriculture. Absent: Robert L. McElrath, commissioner of education.

THE BOARD OF TRUSTEES, 1981-1982

His Excellency, the Governor of Tennessee, Ex Officio
 The Commissioner of Education, Ex Officio
 The Commissioner of Agriculture, Ex Officio
 The President of the University, Ex Officio
 The Executive Director of the Tennessee Higher Education
 Commission, Ex Officio

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 Pamela Anthony Moon

Quality Despite Adversity

It is an easy and perhaps natural reaction in times of economic stress to accentuate the negative. It is a more rewarding exercise to look for evidence of achievements made despite inroads of inflation and insufficient funds.

As we look for evidence of growth and achievement on the part of The University of Tennessee in 1981-82, we first must consider that mere survival in such times is a notable accomplishment. One can always look around and find others in worse condition. In some states faculties have been told they will not receive paychecks for certain months of the year. In one state teachers were advised not to cash checks they had received because of serious cash flow problems. In other states faculty and staff are being laid off for fiscal reasons. Viewed in this light, the mere fact that all of our campuses have avoided these drastic problems is an achievement.

We have made progress at our campuses through continued effective leadership, by hard work by administrative and supporting staff members, and because of the faculty's willingness and ability to deliver quality teaching despite economic handicaps. The results of their unselfish efforts are a long list of achievements, all of which reflect positively upon the University's ability to cope with difficult times. Professors this year have continued to receive national awards for their accomplishments; faculty research produced results that will benefit society; and students continued to make high scores on national tests and to excel in head-to-head competition with representatives of other universities.

For example, a medical college student made record high scores on the National Medical Examination for the second



UT President Edward J. Boling

consecutive year. An Agricultural student took top honors in the 1982 National Dairy Judging contest, and a team of law students won the national moot court competition. Other signs of excellence include the accreditation of the School of Business at Chattanooga by the American Assembly of Collegiate Schools of Business and the enrollment of the first College Scholars at Martin last fall.

Annual giving continued its record-setting pace, and new gift societies were organized to recognize contributors of \$50,000 to more than \$1 million. Private giving through the Development Council continued strong as an aftermath of the successful *Tennessee Tomorrow* campaign.

Sir Francis Bacon wrote that adversity is better suited than prosperity for dis-

covering "virtue." The past half-dozen years of economic adversity seem to bear out the wisdom of Bacon's words insofar as The University of Tennessee is concerned, for the lack of adequate funds has caused our professors and administrators to seek new ways to preserve the virtue of high-quality education. In some instances the obstacles of inflation and insufficient financial support have been overcome by what I call innovative financing—the ability of our chancellors and other administrators to "make something out of nothing."

At Martin, for instance, the administration has entered into a multi-million dollar contract with the Japanese government to bring Japanese students to Martin to study engineering and other subjects. No state or federal monies are involved, and the contracts provide substantial financial support for UT Martin auxiliary enterprises and direct administrative overhead support for operations such as the library.

Another example of innovative financing is the million-dollar research contract recently signed with a business firm. Agrigenetics Research Corp., the research subsidiary of a Denver-based seed company, has contracted with the UT Knoxville botany department to isolate mutant strains of wheat and barley in a search for new and more productive varieties of cereal grains.

A companion to innovative financing is a wise use of resources. We are making certain that the University's investments are sound and that they produce maximum revenues. Recently we employed the national consulting firm of A.G. Becker, Inc., to review the University's investment policy. The consultants reaffirmed the basic policies established by

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our trustees and have suggested ways to improve certain investment procedures.

Events of the past year have made it necessary to redefine and expand the roles of two vice presidents of the University-wide administration. The decision of Dr. Charles Weaver to accept a position as University Professor created a vacancy in the office of vice president for continuing education; and given current financial restrictions, we chose not to fill the position but to assign its duties to the vice president for public service, Mr. Robert Hutchison. In an effort to define and expand the University's role in research and to confront certain problems relating to the involvement of faculty members in research for private sponsors, the responsibilities of Dr. John Prados, the vice president for academic affairs, were expanded to include research and his title changed to vice president for academic affairs and research.

In painting a rosy picture, one cannot hide all of the flaws. Serious problems remain, one of which could affect countless students. I believe the loss of federal support for students through basic opportunity grants or guaranteed student loans would have a disastrous effect on the nation in terms of future brainpower. We are concerned that many students, confused about the issue, may not even apply for admission this fall and drop out of school. Some cuts in these federal programs could occur this fall, but most reductions would not take effect until the fall of 1983. If students fail to apply for grants or loans for 1982-83 and quit school, it may mean the end of a college education for many of them. Once they drop out, they may not come back.

Federal support of research is also of concern, but we are beginning to see some industrial support for university research. However, it cannot replace fully the federal dollars.

Our hopes for escape from adversity are buoyed by what must be one of our greatest achievements of the year—the level of support received from private giving, attributable to a large degree to the volunteer support given by the Development Council and Alumni Board of Governors. Since the completion of the *Tennessee Tomorrow* campaign, every type of support—corporate, individual, annual giving, foundation—has been at a level higher than that attained before the three-year fund-raising effort.

The achievements and the problems of this year are reflected in detail in the reports of the campuses and units that follow.



The 1982 World's Fair opened May 1 on a 70-acre tract adjacent to the Knoxville campus, climaxing two years of planning and preparation in close cooperation with the University. The 266-foot-tall Sunsphere symbolizes the Fair's theme, "Energy Turns the World."

Knoxville

UT Knoxville—next door neighbor to the 1982 World's Fair—began in May to welcome thousands of out-of-state and foreign visitors to the campus.

In keeping with the international flavor on campus, University commitments to advance the institution's programs in international education and to serve society better were reemphasized in 1981–82. Building on the strength of an academic tradition nearly 200 years old and the more recent emergence of the institution as a research-oriented university, faculty and administrators see a commitment of University outreach into the world community as increasingly important in the 1980s.

Despite the continued sluggishness of state and national economies and cutbacks of federal support which affect education and research, UT Knoxville grew in many important areas in 1981–82.

Outreach

To help promote state educational and economic development, the University took part in the work of the Governor's Task Force assessing the potential for a Tennessee technology corridor—a center for research and sophisticated industry in the Knoxville–Oak Ridge area.

UTK Chancellor Jack Reese served on this panel of civic and education leaders chaired by UT Trustee Jim Haslam. Graduate School of Planning students gave the group technical support.

Chancellor Reese also chaired a University group studying the future of UT's relationship to Oak Ridge National Laboratory. Union Carbide Corporation's announcement that it will discontinue its role as contractor for U.S. Department of Energy facilities in Oak Ridge has major implications for the University because of its close ties to ORNL.

ORNL staff currently are involved in UT's Graduate School of Biomedical Sciences, and faculty and graduate students from many departments work on Union Carbide subcontracts at both the campus and the laboratory. Some ORNL scientists hold part-time appointments on the UT Knoxville faculty.

More than 30 faculty and staff members are working to examine political, economic, and scientific issues facing na-

tional laboratories and potential changes in UT's relationship with ORNL. They also are exploring alternatives for succeeding Union Carbide as prime contractor for ORNL and trying to anticipate the impact on academic and research programs if UT submits a proposal to operate the laboratory.

Continuing education offerings increased in number and quality. More academic programs are being offered off-campus for the convenience of working students. Three colleges—business, engineering, and law—are intensifying programs for professionals. The College of Business Administration's Institute for Productivity Through Quality is the first of its kind offered by an American university. Engineering, with the support of industry, is expanding videotaped courses for practicing engineers throughout the state and region. The Public Law Institute continues its comprehensive program of seminars and conferences for attorneys and judges.

Internships take students and faculty advisors into Tennessee industries and government agencies to perform design and consulting work. In the spring more than 150 architecture students conducted urban design studies for the city of

Chattanooga. A similar program is planned for Memphis.

Students in the College of Communications are gaining practical training in broadcasting and news and providing a community service by operating WUTK, the campus radio station which went on the air in January. Faculty from communications, law, and political science and the UTK Office of Public Relations staff helped organize an eight-state conference on First Amendment issues.

The Clarence Brown Company's production of "Medea," with international stars Zoe Caldwell and Dame Judith Anderson, became the sixth UT Theatres' play to move to Washington's Kennedy Center or Broadway. Her performance earned Miss Caldwell the 1982 Tony Award for best actress. Another production, "The Mikado," was presented in association with the World's Fair.

The UTK Office of Alumni Affairs established a speaker's bureau of faculty and staff volunteers for alumni chapters and civic organizations.

A successful Campus Chest drive raised more than \$115,000 for area social service agencies, underscoring the University's commitment to being a good neighbor in the community.



UTK Chancellor Jack Reese was host at a campus reception to increase interaction between the University and representatives of countries participating in the 1982 World's Fair. With Dr. Reese is Andries Ekker, deputy commissioner general of the European Community at the Fair.

The World's Fair

The park-like atmosphere of the 1982 World's Fair replaced the long-blighted Lower Second Creek Valley between the campus and downtown Knoxville. A University-wide committee coordinated interaction between UTK and the Fair.

Subcommittees involving faculty, staff, and students have been at work on fair-related projects in the areas of student affairs, academic affairs, athletic events, university information, parking and traffic control, and residual use of the fair site.

The fair caused no major changes in campus operation, although some departments scheduled earlier morning classes to accommodate students working at the fair and attending summer school. UTK's Financial Aid Office helped more than 2,500 students find fair-related jobs.

Numerous professional groups and several UTK departments held meetings and conferences on campus during the fair, with many conference guests and other visitors housed in residence hall rooms not needed by summer students.

Academic Affairs

UTK was among 11 colleges and universities selected to take part in a national study of undergraduate education. The three-year "Project to Redefine the Meaning and Purpose of the Baccalaureate Degree" is sponsored by the Association of American Colleges.

A new direction was charted for the College of Liberal Arts, with the faculty of the campus' largest unit voting overwhelmingly for a new undergraduate curriculum. Beginning in 1984, liberal arts students will find a new college-wide honors program to complement those offered in individual departments. The new study course calls for higher standards in mathematics, logic, and natural sciences. Writing requirements will be intensified.

The Graduate School of Library and Information Science approved a new curriculum, with the assistance of information science and technology leaders in the South. The school was host for the 1982 national meeting of the American Society for Information Science.

The year saw extension of accreditation of the Bachelor of Architecture degree. Engineering hosted a reaccreditation team last fall and expects a favorable report. The College of Business Administration's undergraduate accounting program, Master of Business Administration with a concentration in accounting, and



Botany department researchers were awarded a \$1.1 million contract by a biotechnology firm to help develop cereal grains with higher nutritional value and increased resistance to disease.

Master of Accountancy were accredited. This was the first year these programs were eligible for consideration, and UTK was one of only four schools to receive certification at all three levels.

A peer review of graduate programs in health education ranked UT Knoxville among the top 10 in American universities.

A campus-wide focus on the direction of international education culminated in a day-long, interdisciplinary conference on the subject in April. Guidelines approved on foreign student enrollment seek to expand the number of countries represented in the University student body and the number of fields in which the students study. A directory of faculty and staff with international experience was published.

UTK took part in the second year of THEC's Instructional Evaluation Program, a project to assess qualitative aspects of state colleges and universities and to add funds to their budgets on the basis of performance appraisals.

The campus joined more than 50 other state-aided colleges and universities in the National Student Exchange Program. Up to 20 students may study at other campuses in 1982-83 at normal UTK fee and tuition rates.

Library

The staff of the library has worked against almost insurmountable inflationary odds to support the excellence achieved by campus academic units. When consumer prices rose 117 percent in the 1970s, costs increased 273 percent for books and nearly 400 percent for journals

and other periodicals.

Library patrons helped keep quality and service at acceptable levels as increases in public funds have been virtually non-existent. To reduce costs, the Engineering and Science Library was closed and its holdings absorbed by the overcrowded Main Library.

The Governor and General Assembly began addressing the critical space problem by approving planning funds for a 200,000-square-foot expansion of the Hodges Library.

Facilities

The beginning of the fiscal year saw the much-delayed move of the School of Architecture and Department of Art into their new building. Architecture's move from Estabrook Hall provided more space for the College of Engineering. Historic Tyson House, formerly used by the Art Department, became the new home of UTK's Office of Alumni Affairs. The anticipated fall completion of the addition to Claxton Education Building will bring together the education faculty from 10 locations where they now have offices.

Restoration work began on the plaza areas around the Humanities and Social Sciences Building and McClung Tower and on the University Center Parking Garage. Still needed are state funds for another steam plant boiler.

Research

UT Knoxville, with more than \$30 million in grants and contracts, last year ranked among the top 50 research institutions in the nation. The campus receives approximately 12 percent of its external support—three times the national average—from industry and foundations. The School of Social Work and College of Engineering recorded increases of more than 30 percent in research dollars last year.

Seven new international projects were initiated, including an environmental training and management effort in Kenya and a wind and solar resources collaboration with the University of Cairo.

A National Institute of Handicapped Research grant established a national rehabilitation center for the deaf and hearing impaired. The staff of the Department of Audiology and Speech Pathology hope for a multi-year contract beyond the \$284,000 awarded for 1982.

The Botany Department entered the field of biotechnology research with a \$1.1 million grant to study improvement of cereal grains through selected breeding of mutant plant varieties. The Learning

Research Center is directing a project that uses **student** evaluations for **academic** planning. UTK is one of **seven** **universities** participating in the **project**, funded by the Kellogg **Foundation**.

Several **administrative** **changes** were implemented to improve UTK's **research** capability. Dr. Marla Peterson, who came from **Ohio** **State** **University** in July to become dean of research, and Dr. Thomas Bell, **assistant** dean, are closely monitoring **changes** in federal regulations concerning **copyright** and patent laws and treatment of **human** **subjects** in research. Also of concern to **both** **faculty** and **administrators** is the national **debate** on university research conducted for private **industry**.

Campus Concerns

A new **emphasis** was given to strategic planning to match **allocations** of **resources** within the institution with the **projected** **needs** and demands of **society** and **available** **resources**. Strategic planning involves careful management of enrollment, staffing, **physical** **facilities**, and **development** **activities**.

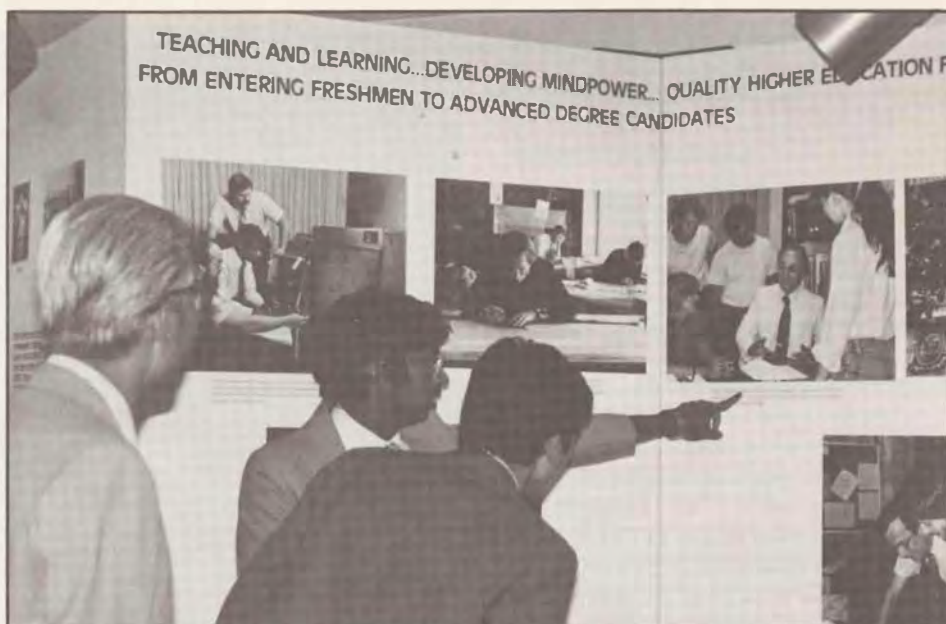
UTK's fall 1981 enrollment of 28,601 students reflected a planned reduction of 1,000 students. An **additional** reduction of 500 students is **projected** for 1982. The movement from open admissions to **limited** enrollment was necessary because state appropriations have not **kept** **pace** with **enrollment** increases.

The **reductions**, **accomplished** without penalty in state funding, help **academic** **departments** maintain quality of **instruction** with available resources. In **several** colleges, however, the demand for course offerings still far **exceeds** the number of faculty to **teach** them.

Enrollment limitation **also** allows improvement in institutional quality through greater **selectivity** in admissions. ACT mean scores **of** UTK students increased from 20.4 in 1980 to 21.0 in 1981. While the **campus** will continue to **accommodate** a diverse student **body**, the **attraction** of **more** **academically** outstanding students is a major priority.

Earlier identification of **outstanding** **students** and **earlier** **awarding** of merit-based scholarships will **enable** UTK to attract superior students. The Office of Admissions, Minority Student Affairs, and Graduate Studies are engaged in **state-wide** efforts to enroll academically outstanding **black** **students**.

Operating **and** equipment **needs** are other campus-wide concerns. All **academic** units continue to push **laboratory** and **educational** **equipment** far beyond its useful life.



Representatives of the Chinese Pavilion at the 1982 World's Fair tour the University Center's "Mindpower" exhibit room. Sponsored in part by the UT National Alumni Association, the exhibit helped fair visitors and UTK conference guests learn more about campus life and the creative energies at work at the University.

Advancement

The **campus** continues to benefit from the momentum generated by the *Tennessee Tomorrow* campaign. The *Tennessee Tomorrow* Law Campaign exceeded its goal, raising more than \$1.5 million for the College of Law.

The College of Liberal Arts' challenge grant from the National Endowment for the Humanities has already produced nearly \$3 million of a possible \$4 million total. With nearly a year to go, \$2.23 million of the \$3 million total needed in private gifts has been raised and \$750,000 has been **received** from NEH.

Professorships, funded by private gifts, were **awarded** for the first time last **year** to faculty in several colleges. The **College** of Home Economics received **through** **private** gifts badly-needed furniture **and** **equipment** for seminar and classroom facilities. The Tourism, Food and Lodging Administration program launched a campaign to raise \$75,000 for a foods demonstration facility.

With **proposed** cutbacks in federal assistance, efforts to **secure** additional **scholarships** and other student aid from private sources is being given increased attention.

Student Activities

One **measure** of an institution's **academic** **quality** is how its students place in **competition** with other universities. In January, the Moot Court Team from the UT College of Law **captured** its second national title in seven years. A five-member

team from UTK won the Southeastern Region MBA competition—the fourth first-place win in six years.

UTK athletic teams continue to uphold the Volunteer tradition of winning. The men's and women's track teams again dominated the conference championships this spring. The Vol basketball teams won conference titles and competed in the NCAA post-season tournament.

The football Vols were invited to the Garden State Bowl, and they responded with a convincing win over Wisconsin.

Resource Conservation

Energy management by the UTK Physical Plant in 1981 resulted in a savings of nearly 18 percent compared to the 1978 base year.

Installation began on the campus' new telephone network, projected to save more than \$5 million during the next 10 years.

Overall efficiency of many campus operations has out of necessity increased as positions are not filled due to lack of resources.

Year of Hope

Despite rather severe budgetary limitations, particularly for hiring new professors and upgrading laboratories and equipment inventories, UT Knoxville moved forward in its academic, research, and service programs. There is a spirit of commitment throughout the campus to share the talents and resources of the University and its people with society.

Center for the Health Sciences

In yet another year of inflation and inadequate funding numerous instances of continued high quality teaching and significant learning could be found at the Center for the Health Sciences.

Achievements Indicative of Quality

Among the year's achievements and honors are the following:

Dr. John W. Runyan, chairman, Department of Community Medicine, received the 1981 Upjohn Award for outstanding educator in the field of diabetics. Dr. Eric Muirhead, chairman of pathology, received the international Merck, Sharp and Dohme Award for distinguished work on hypertension. Douglas A. Hobson, technical director, Orthopaedic Rehabilitation Engineering Program, received the 1982 Isabel and Leonard H. Goldenson Technology Award from the United Cerebral Palsy Research and Educational Foundation, Inc., for his work in applying technology to problems of the handicapped and disabled. Dr. Hiroko Nishimura was awarded the Pickford Medal by the Editorial Advisory Committee of General and Comparative Endocrinology, an award given to promising young investigators.

Dr. George Ryan was elected president of the American College of Obstetrics and Gynecology, and Brenta Davis, director of medical technology programs in the College of Community and Allied Health Professions, assumed the presidency of the American Society of Medical Technologists.

For the second consecutive year, medical college students made record high scores on the National Medical Board Examination. The 184 students who took the examination had an average score of 543 compared with the national mean score of 500.

According to an article in the Journal of the American Dental Association, the Department of Oral Pathology ranks first among southeastern dental schools in the number of research papers published between 1960 and 1979.

Research efforts continue to produce results promising significant benefits to society. A rapid latex agglutination test for German measles has been developed by a UTCHS microbiologist and is being marketed by a major drug firm under the trade name "Rubascan."



Dr. Preston Dorsett, UTCHS microbiologist, conducts research on a German measles test being marketed by a drug firm under the trade name "Rubascan."

A team of UTCHS surgeons performed the South's first successful liver transplant on May 19 at UT's William F. Bowld Hospital in Memphis. The surgical team, headed by Dr. James W. Williams, associate professor of surgery, successfully transplanted a new liver into a 29-year-old woman, who recovered and was discharged from the hospital three and one-half weeks later. A second transplant was performed in June on a three-year-old child, who died 11 days later from surgical complications. The initial operation launched UTM as the officially designated transplant center for the Mid-South, the second liver transplant center in the nation. The surgical team is preparing for other transplant operations as soon as suitable donors can be found.

Benefits of Tennessee Tomorrow

The *Tennessee Tomorrow* funds are enriching the education, research, and patient care missions of UTCHS in many ways.

The \$1 million pledge of Abe Plough will establish a Division of Biostatistics and Epidemiology in the Graduate School of Medical Sciences, an area of expertise critical to the credibility of the institution's research, patient care, and educational programs.

An anonymous \$100,000 gift will be used to start a clinical nutrition program,

the initial phase being a joint dietetic internship and residency program between UTCHS and UT Knoxville.

The first endowed professorship in the College of Medicine—the Shainberg Chair in Developmental Pediatrics—will become a reality during the coming year, a tribute to the enthusiasm and generosity of Herbert Shainberg, long-time member of the UTCHS Chancellor's Roundtable who helped to raise funds for the endowed chair.

These are examples of gifts derived from the *Tennessee Tomorrow* campaign that enabled UTCHS to establish urgently needed new programs hitherto financially impossible.

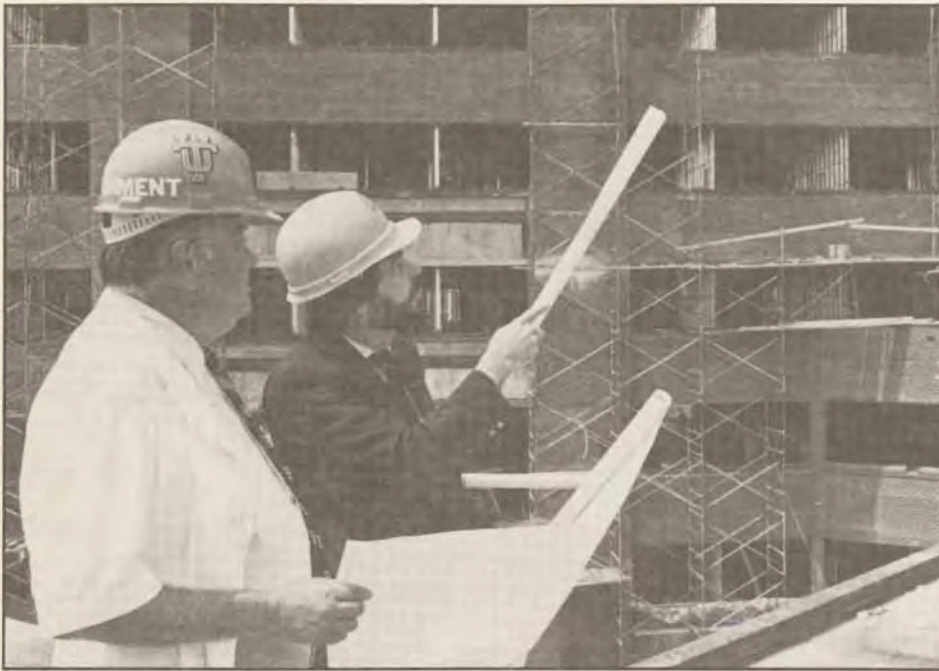
The Second Annual Frank M. Norfleet Forum for the Advancement of Health, perpetuated by a generous gift, was held last fall. Examining the technology explosion in medical science and implications for health care from 1981 to 2001, this forum generated ideas that will make lasting contributions to health policy development at state and national levels.

Student Enrollment

The establishment of new colleges of medicine, dentistry, and pharmacy in the Mid-South and Southeast during the 1960s and 1970s has produced an adequate number of physicians, dentists, and pharmacists for the state and region. This fact, plus decreased funding, has caused a reduction in size of entering classes.

In 1980 the College of Dentistry reduced its entering class from 156 to 128 students, and this fall the College of Medicine will reduce its entering class from 204 to 180. The College of Pharmacy anticipates a reduction of entering students to the baccalaureate program to 80, but expects to increase the number entering the Doctor of Pharmacy program from 20 to 25.

Proposed cuts in federal grants and loans to students will severely restrict eligibility, with most students from families having incomes above \$18,000 being no longer eligible for Pell Grants and State Student Incentive Grants. Students must demonstrate financial need to qualify for the Guaranteed Student Loan Program. Given these reductions, students will have to rely more on non-term jobs and loan programs with high interest rates and non-deferred interest payments.



Jim Browne, UTCHS-Knoxville director of planning and engineering services, right, explains progress on the hospital's \$44 million expansion project to Vice Chancellor A.W. Biggs.

Research

With cutbacks in federal funding, there are indications that private industry is beginning to increase its research-related funding in certain areas. During this period there were 21 active grants and contracts with private industry totaling more than \$350,000.

Cancer research continues to be the most heavily funded at UTCHS, totaling some \$1.5 million from 22 awards. Slightly more than \$1 million was spent on heart-related research through some 30 awards; and arthritis-related projects continue to play an important role in the UTCHS research effort, with almost \$1 million being expended in this period.

Federal funding cuts are severely affecting programs for the handicapped, retarded, high-risk infants, and young people. The Occupational Health Program, which has helped more than 4,000 employers and workers in controlling work environment health hazards since its inception in 1978, is closing because of federal funding reductions. The UTCHS Rehabilitation Engineering Program has lost its core grant from the federal government. The program is one of only 15 in the United States which have been federally funded to serve handicapped individuals. Support totaling \$1.25 million over five years has been awarded by the Crippled Children's Hospital Foundation to continue the program, and a committee is seeking to establish a \$1 million endowment. The 18-month planning grant to UTCHS from the Administration on Aging to develop a

long-term gerontology center will end, but efforts are being made to find support to continue the service program.

UTCHS-Knoxville

This was a significant year for UTCHS-Knoxville. The observance of the 25th anniversary of the UT Memorial Research Center and Hospital provided opportunities to increase community understanding of the medical center, involve community leaders with the institution, and to strengthen ties with former interns and residents and other education program participants. Plans are being made to form an advisory group of community leaders for the Knoxville units to promote community understanding and financial support.

The Memorial Hospital continues to be a tertiary hospital with unique programs: an intensive care nursery, cardiac surgery, neurosurgery, eye surgery, high-risk perinatal care, and gynecologic oncology. The major building addition begun in January 1981 is approximately 40 percent completed and is projected for occupancy in fall 1984. The largest portion of the 335,000-square-foot addition will be a 12-story patient tower containing 300 beds, 281 of which are replacement beds for obsolete facilities and four-bed wards in the original part of the hospital. A new 12-unit surgery suite will augment existing surgical areas. The expansion also features a ten-bed general intensive care unit and an eight-bed coronary care unit. The Intensive Care Nursery will be ex-

panded into a 40-bed Intensive Care Newborn Center, sharing support facilities with the Newborn Nursery.

UTCHS-Chattanooga

Since accredited medical student rotations began in 1974, the number has steadily increased each year, and 1981 saw 47 students taking clerkships and electives at UTCHS-Chattanooga. Over a ten-year period the number of interns and residents has increased from 54 to 100, with a notable increase in the number of Tennessee graduates. This should bring a further increase in the number of physicians practicing in Middle and Southeast Tennessee.

A development program has been started, community leadership developed, and individuals solicited. Plans are being made to solicit companies and foundations.

Lack of funding has resulted in the termination of allied health and pharmacy programs in conjunction with the Chattanooga campus. The medical surgical skills laboratory, started in 1980, would have closed in June, but private foundations have provided funds for a 12-month operation. Additional funds are being sought.

Pressing Needs

The 5 percent impoundment of state appropriated funds in 1980-81 and 1981-82, along with other funding losses, has had a devastating effect on UTCHS, causing an actual decrease in net funds available to the institution. As a consequence, there was a decrease of 63 faculty from October 1979 to October 1981, further impacting the faculty-student ratio.

The College of Medicine has been the most seriously affected, and the state's failure to follow THEC recommendations and the revised formula for equitable funding of medical colleges in Tennessee leaves the UTCHS college underfunded and understaffed.

Another serious need is funds for upgrading some of the antiquated structures on the campus which have become unsuited for their intended purposes.

There is an urgent need for improving resources in all areas if UTCHS is to discharge its health care mission adequately. Endowed professorships, clinical research funds, specialized research laboratories, research fellowships, scholarship funds and endowed scholarships, endowed distinguished visiting professorships, library support, and the development of a clinical cardiovascular unit are all high on the priority list of needs.

Martin

The University of Tennessee at Martin's 1981-82 academic year began with a full agenda of opportunities and problems, challenges and priorities. Much time and effort were spent in preparing for the Southern Association reaccreditation visit. Campus committees prepared a Self-Study Report which was complimented by the on-site visiting team at a March trip to the campus. Four recommendations were made concerning the academic curricula, and these are being studied for implementation. Reaccreditation was recommended for the maximum ten-year period.

Pride in Achievements

During the year, UTM took pride in the following achievements:

- A balanced budget.
- Faculty salaries that have been improved by \$80,000 above the funding provided by the legislature.
- Approval and funding of the West Tennessee Agricultural Pavilion, with construction to begin in September 1982.
- Location of WLJT-TV, educational channel 11, on campus.
- Enrollment of the first University Scholars during the 1982 fall quarter.
- An Academic Speaker's Program in-

cluding a **world-renowned** philosopher, a noted archaeologist, and a Nobel prize recipient, among others.

- Funding of more than \$300,000 for educational equipment, including a PDP-1170 computer which doubled the University's academic computing capability.
- Space being designated for the UTM Museum/Archives, dedicated in May.
- Successful negotiation of a second program to bring 200 Nihon University students to campus for a ten-week summer study program and an agreement in principle for 200 Japanese to study at UTM during the **1983** winter and spring quar-



Taking part in a UTM weekly public affairs program on West Tennessee's PBS affiliate station WLJT-TV are, left to right, UTM Chancellor Charles Smith; Dr. Robert V. Remini, University of Illinois history professor and Andrew Jackson biographer; Dr. James Baggett, Union University professor of history and political science; and Dr. Ron Satz, UTM history professor and dean of graduate studies and research.

ters. The **program** is funded by the Japanese **government** and Japanese student fees; **no** state tax **dollars** are involved.

- A total of 424 associate of arts nursing students that have been graduated since 1972, all of whom **have** passed the State Board Examination and are **registered** nurses.
- Continued campus visibility in the news media.
- Being the only state university in Tennessee to have an **enrollment** increase for two **consecutive** years.
- Moving from sixth to fourth among state universities high school seniors listed as the institution they would most like to attend.

Volunteer Support

Through the UTM Development Committee, the University is planning a mini-campaign to raise funds for a library endowment, faculty development grants, distinguished professorships, and scholarships for the UTM **Scholars** Program. This effort will follow a highly successful *Tennessee Tomorrow* campaign effort at UTM.

A major *Tennessee Tomorrow* gift of \$250,000 established the Tom E. Hendrix Chair of Private Enterprise. The first activity funded by the chair was a one-day workshop on teaching economics attended by more than 50 elementary and secondary teachers in April 1982.

Scholarship endowment funds received during the *Tennessee Tomorrow* campaign have become an important part of the University Scholars Program. Through these gifts, UTM has attracted some of the state's finest students. As state revenues continue to grow at a slower pace than inflation rates, private gifts will be an even more important factor in maintaining standards of excellence.

Federal Aid to Students

With more than 65 percent of UTM's student population receiving some type of financial aid, there is growing concern over the proposed changes in federal financial aid programs. The 1982-83 academic year may not be as severely impacted as once feared, but proposed funding for 1983-84 remains a serious problem which could dramatically affect students planning to attend UTM. Student recruitment has resulted in a 13 percent enrollment increase in freshmen during a three-year period. Demographic studies indicate declining enrollments at all institutions during the remainder of the 1980s. UTM's successful recruiting efforts have established a solid base for the years to come.



Claude and Martha Scott, right, of Martin, made the first private gift to the UTM Museum/Archives, a life mask of John Keats, cast from the original mold made in 1816 when the English poet was 21 years old. Holding the mask is Helmut Wenz, Museum/Archives director.

Academic Advancements

UTM has made a financial commitment to seek **accreditation** by the American Assembly of Collegiate Schools of Business for the School of Business Administration. The school has an impressive record of accounting graduates passing the Certified Public Accountant's examination on their first attempt.

An extensive academic reorganization plan has been developed by the academic deans and will be implemented next year. The plan will incorporate some of the recommendations of the Southern Association Accreditation Visiting Team.

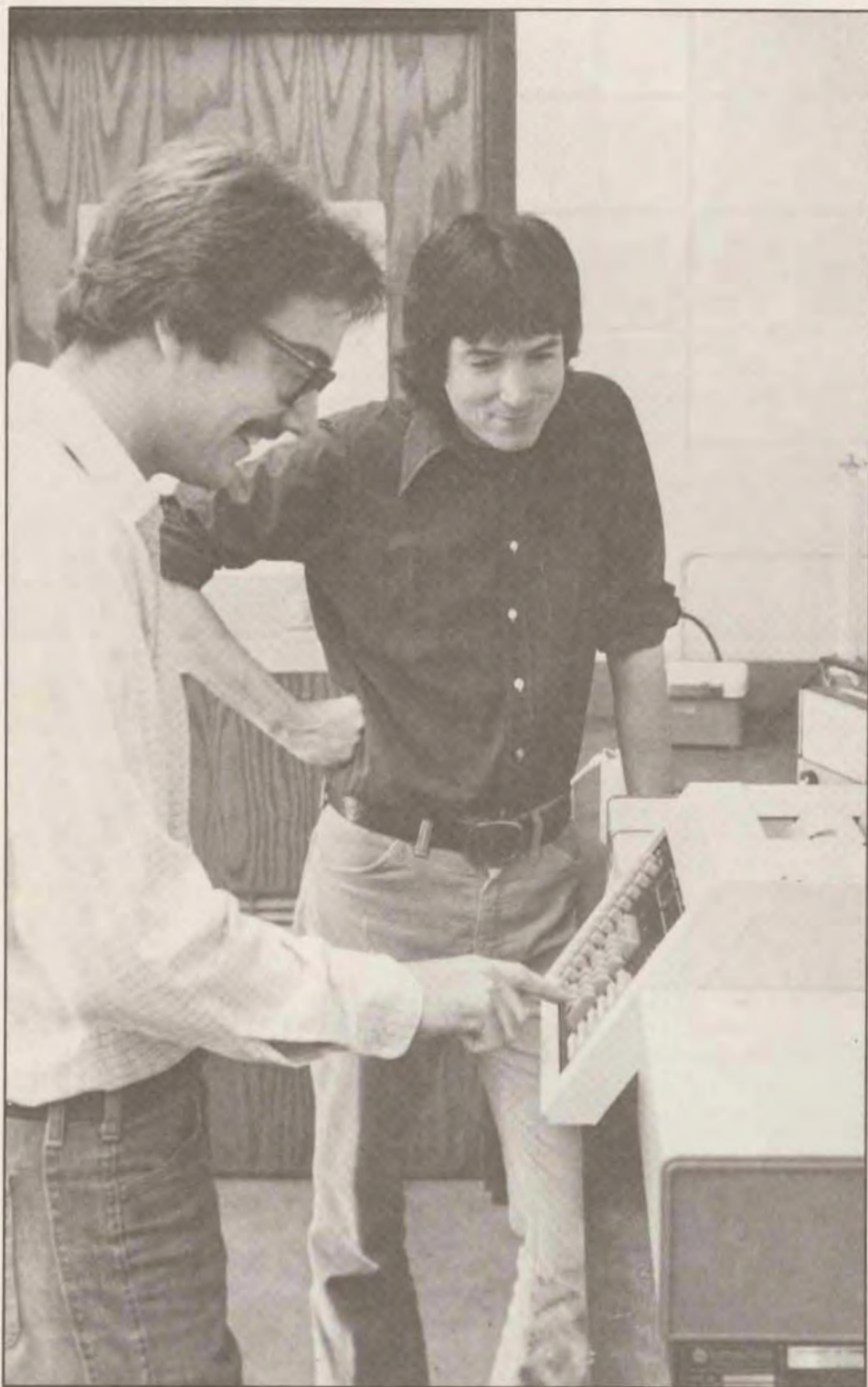
UTM is especially concerned with attracting and retaining outstanding faculty members. In June 1981, engineering graduates accepted jobs with starting salaries of more than \$22,000 a year, exceeding the salaries of the six engineering professors who taught them. The same problem exists in other disciplines at UTM, representing a serious threat to sustaining quality. If it becomes impossible to recruit and retain **quality** faculty, all

other interests and concerns in the quest for excellence become moot.

UTM has saved more than \$250,000 a year in the past few years through such measures as the acquisition of a campus telephone system and a centralized purchasing system, the computerization of business facilities, and closer monitoring of unemployment compensation. These savings, combined with the revenue from the Japanese program, a summer camp program that brought more than 5,000 campers to UTM in 1982, and well-managed auxiliary enterprises, can help improve the academic programs.

Admission data indicate that UTM will exceed last year's record enrollment of more than 5,600 students. One of the summer programs in 1982 included a three-week camp sponsored by the State Department of Education which brought some 150 of the state's academically superior high school sophomores to UTM for concentrated study. This provided another opportunity to expose the state's best students to the physical beauty and quality academic programs at UTM.

Chattanooga



Gregory Grant, assistant professor of chemistry, right, observes a student's laboratory experiment. Programs such as chemistry, engineering, and computer science require the most up-to-date equipment to maintain quality of instruction.

Faculty and students at Chattanooga have continued to excel despite the effects of tight budgets and the threat of reduced student grants and loans. Several were recognized this year for their outstanding performances.

Faculty, Student Achievements Recognized

For example, Prof. John Phillips of the foreign languages department and Prof. Russell Linnemann of the history department were awarded grants to attend summer institutes sponsored by the National Endowment for the Humanities. Prof. Thor Hall, Distinguished Methodist Professor, has been invited to become a member of the Seventh Oxford Institute of Methodist Theology to be convened at Keble College, Oxford University, in the summer of 1982. And Prof. George Cress, Guerry Professor of Art, has been selected artist-in-residence for the 1982 summer term at the University of Georgia Center in Cortona, Italy.

In various areas of research, UTC professors have maintained a high level of performance, producing significant results. In mapping coal resources in Southeast Tennessee under a multi-year grant from the U.S. Geological Survey, the geosciences department has discovered significantly more coal in the region than was first estimated. UTC's School of Engineering is continuing its sizable research contract with TVA, focusing primarily on solar energy. And faculty members are conducting studies on thermal and environmental emissions from wood-fired heating systems. A skid-mounted gasifier using wood products for a variety of industrial applications has been developed.

An accomplishment that indicates quality educational effort is the recent achievement of accreditation of the School of Business by the American Assembly of Collegiate Schools of Business.

Students have won wide recognition for scholastic superiority. For example, Charles Osborne received a fellowship in biochemistry to Johns Hopkins University that provides \$12,000 a year. Pam Anthony Moon, student member of the UT Board of Trustees this year, received the Alumni Achievement Award as the

outstanding graduate of the class of 1982 and was graduated magna cum laude. And UTC's Singers/Singing Mocs was one of two groups invited to perform in England by the World Methodist Council.

Value of Tennessee Tomorrow Gifts

Helping to maintain excellence in UTC's various programs are gifts derived from the *Tennessee Tomorrow* campaign, which produced pledges totaling \$1.7 million. Major gifts established the Scott L. Probasco Jr. Chair of Free Enterprise and the Center for Economic Education, the Brock Scholars program, and the Dorothy Patten Fine Arts Series, and each contributed this year to the specific purpose for which it was established. *Tennessee Tomorrow* gifts also are supporting the professional development of the faculty, making possible research or other professional activities. For instance, Dr. Clive Kileff, associate professor of sociology and anthropology, received an award to conduct medical anthropology research at the University of Zimbabwe; and Dr. Joel Davis, associate professor of physics, was awarded a grant to explore trace elements in various environmental samples.

Although the University of Chattanooga Foundation has been a major source of research funds at UTC, reduc-

tions in federal funds are having an impact, both real and psychological. The reductions have been so widely heralded that there is a growing feeling of futility about even applying for a federal research grant. In most areas, however, the reductions are real and entire programs have been terminated.

Students Feel Economic Pinch

The full impact of reductions in federal grants to students has not been felt yet, but changes in regulations are already producing consequences. A 20 percent reduction in available student loans next year will occur at the same time as another increase in tuition and maintenance fees. Some 350 UTC students this year received Social Security benefits for survivors, and the May 1982 cut-off of such benefits for new students may have a dire effect on those planning to attend UTC.

In response to the students' need to work, UTC has gradually been converting as many on-campus positions as possible to student jobs.

UTC experienced a slight decline in enrollment last fall, but a resumption of gradual growth is possible over the next several years if resources are available. The realization that UTC is a publicly assisted institution is spreading gradually

throughout the state, and enrollment from counties in Middle and West Tennessee is growing.

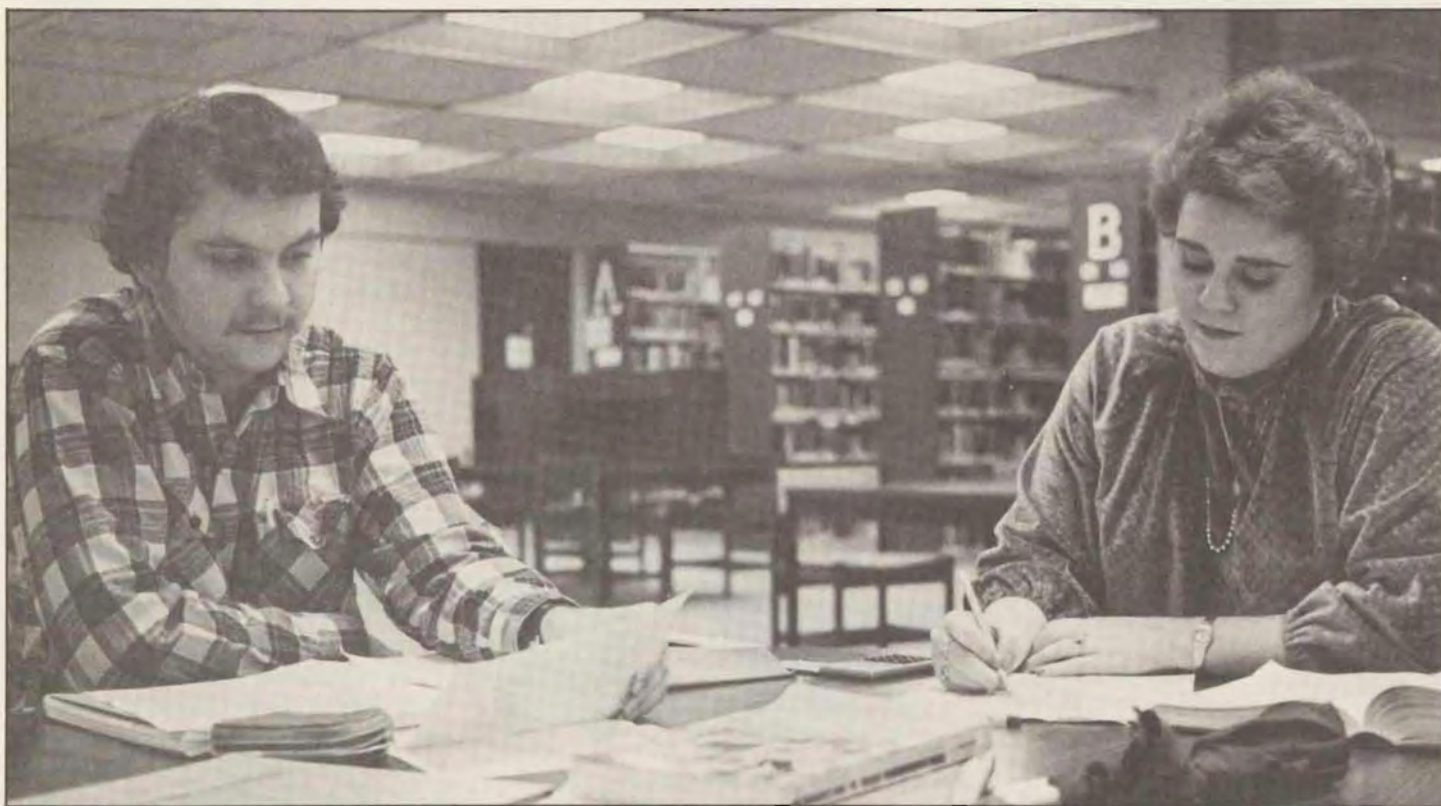
Most Pressing Needs

If UTC is to retain the faculty and staff needed to maintain the desired level of excellence in teaching and administration, additional means of recognizing and rewarding their services must be found. And, in light of declining federal assistance for students, funds must be found both to aid needy students and to attract outstanding ones.

Faculty and staff development resources are urgently needed. The continuation of the low level of state funding places UTC at a marked disadvantage in the academic marketplace. Specialized faculty need to expand their competencies.

Inflation has outstripped UTC's ability to provide adequate instructional equipment. Especially needed is equipment for teaching in science and engineering, foreign languages, fine arts, applied mathematics, and computer science.

A Lyndhurst Foundation gift through the *Tennessee Tomorrow* campaign is allowing the library to increase its holdings from 300,000 to 900,000 volumes. To maintain a desired level of library growth, additional funding will be necessary.



Students make extensive use of UTC's library, which has been able to expand services and increase holdings with grants from the Lyndhurst Foundation.

Institute of Agriculture

The Institute of Agriculture continued its contributions to the state's number one industry through coordinated efforts of instruction in agriculture and veterinary medicine and research and extension in agriculture, veterinary medicine, and home economics.

The College of Agriculture and the College of Veterinary Medicine in Knoxville and the School of Agriculture at Martin provided quality learning opportunities for more than 2,200 students in 1981-82. Student achievements and university research projects exhibit the institute's role in the state's agricultural industry.

College of Agriculture

Two students brought national recognition to the college in 1982. Steve Worley, a plant and soil science major, took top honors in the 1982 National Soils Judging Contest and was elected president of the national student section of the American Society of Agronomy. Gary Rogers, an animal science major, earned the highest individual ranking at the 1982 National Dairy Judging contest, winning a \$2,000 graduate fellowship.

Their achievements reflect the high level of instruction provided by a faculty that includes professors recognized in 1982 for outstanding teaching, university service, and community service.

The college broadened its educational opportunities for students by initiating a doctoral program in food technology and science. The addition of a wood utilization option to the forestry curriculum enhances the job market for graduates in that field.

Sorely needed classroom and laboratory space was provided in late 1981 with the completion of the agricultural engineering building. The facility provides space for an outstanding program, but funds are not currently available to equip the building adequately.

A significant increase in the number of non-farm students at UT Martin's School of Agriculture has prompted the faculty to provide practical learning experiences such as judging teams and inter-collegiate competition. New academic priorities were established during the year to give the school direction for the 1980s.

College of Veterinary Medicine

In June 1982 the College of Veterinary Medicine graduated 81 students, the majority of whom are expected to practice in Tennessee. Although fewer persons applied for acceptance this year, the number of applicants continues to exceed significantly the number of available positions.

The college was recognized by the awarding of a National Institute of Health Fogarty Award Fellowship to Dr. Barry Rouse, professor of immunology. Another recognition of faculty excellence came in the presentation of the Chancellor's



Educational efforts extend beyond the classroom into all 95 Tennessee counties. The Visiting Practitioner Program, for example, keeps veterinarians up-to-date on animal health care.

Award for Research Scholarship to Dean Hiram Kitchen.

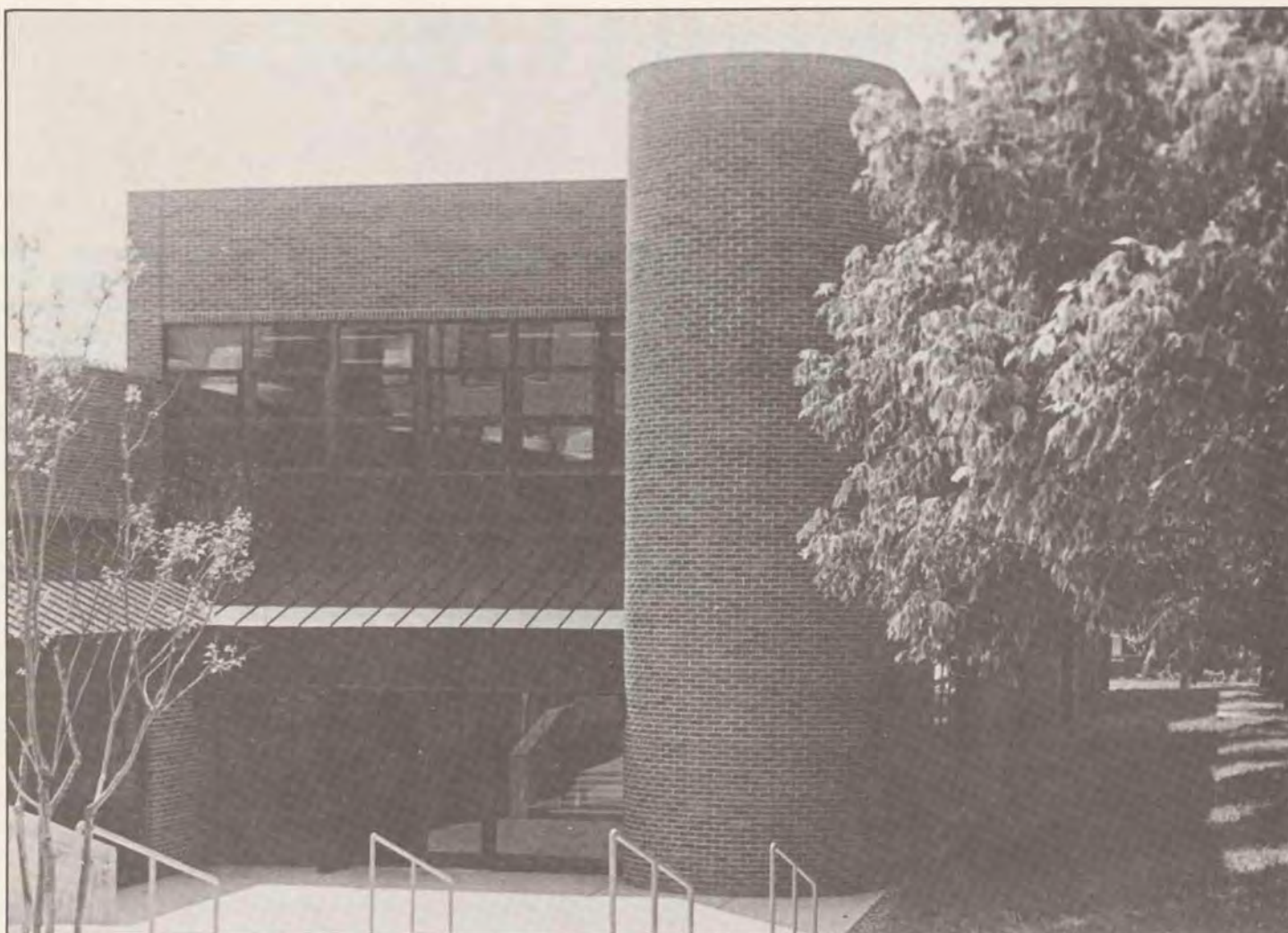
Nearly 40,000 patients received health care at the CVM Teaching Hospital during the year. The college provided continuing educational opportunities by hosting major conferences, the Visiting Practitioner Program, workshops and seminars, and by producing instructional video tapes.

Research funds totaling nearly one-half million dollars were awarded to the college in 1981-82. Funding from the U.S. Department of Agriculture was also initiated to develop research in food animal science relevant to Tennessee's livestock industry.

Agricultural Experiment Station

The UT Agricultural Experiment Station continued research on 200 projects related to problems facing agriculture and home economics in Tennessee. Major accomplishments of the year included:

- Production of a dwarf mutant soybean that resulted in superior yields. Preliminary evaluations indicate an increase of 1.5 bushels per acre from the improved line, which would add \$22 million per year to the state's soybean crop value at current prices.
- Research showing that controlled fires aid in forest management by reducing the amount of combustible material on the forest floor, eliminating unwanted hardwood competition with pines, and improving wildlife habitat. Controlled fire is an economical and effective tool that is environmentally superior to chemical methods commonly used.
- The development of a microcomputer-equipped tractor that provides data to determine energy requirements for various cropping systems, equipment designs that enhance energy efficiency, and energy-efficient ways of operating implements under specific conditions.



The new Agricultural Engineering Building on the agricultural campus at Knoxville provides the Institute of Agriculture with facilities for teaching, research, and extension activities in agricultural engineering and mechanization.

Agricultural Extension Service

More than 2,000 county and state agricultural leaders assisted the UT Agricultural Extension Service in planning **directions** for the institute's statewide educational arm. The plan identified major areas of agricultural concern that will be addressed during the 1980s. Major areas include management and finance, marketing, soil **and** water conservation, soil fertility, use of chemicals, and herd health.

The 4-H Club program, **conducted** by the Extension Service and supplemented by \$9 million worth of volunteer leader time, involved more than 180,000 of Tennessee's rural and **urban** youth in **1981-82**. Tennessee continues to lead the nation in national 4-H winners for the third consecutive year with \$19,500 in scholarships awarded to 21 members.

Extension home economics programs contributed to the quality of life for thousands of **Tennessee** families by **teaching** ways to use available resources

in coping with inflation, energy, and stress. More than 10,000 volunteer project leaders assisted Extension home economists in communicating home economics information to more than 150,000 Tennesseans.

Need for Resources

To service the **expanded** needs of Tennessee's basic industry, the UT Institute of Agriculture must find expanded resources. Low faculty salaries, large classes, and inadequate funds for experiential learning are major concerns in **teaching** agriculture.

The College of Veterinary Medicine looks forward to financial resources that would allow full use of facilities and the development of preventive health care and statewide disease monitoring, referral and consultation services, continuing education programs, and participation in public health, environmental health, and community service.

The quality of research programs has been recognized throughout the nation, despite current restrictions on personnel and operational funds. However, expanded research in energy, soil erosion control, plant and animal pest and disease control and financial management is needed to reach the potential that agriculture has to offer to the state's economy.

To deliver agricultural information to producers, funds are critically needed to fill about 50 vacant professional positions in the Agricultural Extension Service. Resources are needed to maintain competitive staff salaries and to implement future extension programs.

In 1981 alone, Tennessee soybean producers lost an estimated \$12 million as a result of the soybean cyst nematode. Expanded soil and forage testing facilities in Nashville could help identify plant diseases, pests, and weeds and increase agricultural production dramatically across the state.

Institute for Public Service

The 1981-82 fiscal year was characterized by a renewed commitment to delivering the most cost effective, beneficial services to cities, counties, businesses and industries during a period of reduced funding.

This retrenchment was a departure from recent years when the ready availability of federal funds resulted in IPS agencies attempting to be "all things to all people." However, radical changes in federal priorities resulted in a reduction of about one-fourth in the institute's personnel levels and the elimination of certain types of assistance.

Today, the institute has only one modest federally-funded program. The remaining activities are funded by state appropriations and local governments' portion of state shared revenues.

The anxieties expressed by mayors, county executives, and plant managers over service cutbacks have been allayed by emphasizing delivery of assistance that will have the greatest impact of improving efficiency and productivity in government and industry.

Cooperative Efforts

Several years ago, the National Association of State Universities and Land-Grant Colleges cited the IPS "umbrella" approach of combining many assistance efforts under one group as the organization's greatest strength. The asset was enhanced in 1981-82.

Public service activities traditionally have been characterized by face-to-face, one-on-one delivery. Studies have proven this is the best way to transfer knowledge, but it is also the most expensive and personnel intensive.

Because it is operating with about one-fourth fewer staff members than last year, IPS this year sought to expand the one-on-one assistance mode to one resource person working with several clients. These efforts have involved the County Technical Assistance Service and Municipal Technical Advisory Service, which have the required technical knowledge, and the Center for Government Training, which has a multi-person delivery capability.

This conversion to non-traditional



R.L. Highers, left, senior field engineer, UT Center for Industrial Services, arranged for a UT Knoxville art professor to help the Pioneer Mat Co. of Niota with a problem in printing multi-color silk screen floor mats, like the one being examined by Terry Speiser, company president.

technical assistance delivery was facilitated by the IPS "umbrella" and the challenge to maintain, if not improve, service delivery with fewer people.

Program Accreditation

One measure of the quality of an activity is accreditation by a review committee. Last fall, the Critical Care Education Center received accreditation from the American Nurses Association as a provider of continuing education for nurses.

The accreditation applies to all of the center's in-hospital, video-tape and workshop programs. Ironically, it was received just a few months before a decision was made to eliminate CCEC's other major effort, a 688-hour Middle Tennessee paramedic program, due to lack of funding.

Anticipation of Need

Three of the institute agencies launched initiatives this year in anticipation of needs by the groups they serve.

- With the terms of nearly 3,600 county of-

ficeholders expiring August 31, 1982, CTAS and CGT began planning months ago to provide assistance and training for new officials who will be elected in August. The plans include a two-day orientation program in late August and extensive follow-up assistance in regions where the officials reside. The latter sessions will include one-on-one help, small group meetings, videotape programs, and a workshop series.

The need for this type of effort may be particularly acute this year because more incumbents than normal have decided not to seek reelection.

- State law mandated that all county commissions reapportion themselves by December 31, 1981. To help them comply, CTAS provided extensive assistance on reapportionment to about one-half of Tennessee's 95 counties.

- Because a comprehensive data base with information about each of the state's 334 municipalities was not available, MTAS was missing the opportunity to quickly identify trends or needs among cities with common features such as size. The MTAS Municipal Profile, initiated earlier this year, will provide information to help MTAS be of better service to cities in anticipating areas where efficiency or productivity can be improved.

Coupling Faculty Resources

A key to the success of all IPS agencies is the ability to call upon faculty at UT and other institutions of higher education. As a result, three UT Knoxville professors and the Center for Industrial Services recently earned the respect of the Tennessee subsidiaries of two national corporations.

In one case, UTK professors in marketing and industrial engineering are credited with helping a Middle Tennessee firm find a strong market for a new type of crane. The second instance involved a UTK engineering professor who worked through CIS to help solve a pollution problem that had vexed other experts.

This academic capability is so important to the IPS agencies, particularly CIS, that funding for professors is one of the few budgetary items that has not been reduced in recent years.

Continuing Education

The **Division** of Continuing Education provides learning opportunities for those who cannot attend traditional on-campus courses. The division's three components are the Center for Extended Learning and the Departments of Radio and Television **Services**.

Center for Extended Learning

The Center for Extended Learning continues to offer a variety of high quality programs from all four campuses of the University. Among these are Independent Study by correspondence, telecourses, and public service media programs. Two of CEL's correspondence courses received awards this year from the National University Continuing Education Association. Enrollments in correspondence courses, the center's primary activity, will be **somewhat** lower this year than last. A total of about 4,400 new enrollments is expected. **Students** from 89 of Tennessee's 95 counties participated in the program.

In two of its programs, the center receives considerable assistance from off campus volunteers. The Undergraduate Cooperative Education Program places UTK **students** in school-related jobs with such organizations as Union Carbide, IBM, and the Tennessee Valley Authority. **Some** 128 students were employed by 55 firms this **year**. In another volunteer effort, high school guidance counselors across the state assist with CEL's high school correspondence courses.

CEL's most pressing need is for on-line computer access to maintain the student data base. Additional videotape playback units **are** needed to offer media courses at **cooperating** high schools across the state.

The center offers public service media programs to the general public on broadcast and cable **television**. This year, a course in sign language was offered, and a one-year program on Cherokee arts was produced. **Since** some of these projects were funded in part with federal funds, this activity may decrease in the coming years.

Radio Services

In response to **audience** interest, WUOT and WUTC expanded their daily

broadcast schedules to 24 hours last October.

The latest Arbitron audience **research** ranked WUOT number 13 in the top public radio stations in the nation.

The **department** received two community awards this past **year**—one from the Knoxville Arts Council for WUOT's promotion of the Arts Festival and participation in the Saturday Night on the Town program and the other from the Knoxville **Symphony** Society, recognizing the station's contribution to the artistic and cultural life of the **community**.

Usage of programs produced and distributed by Radio Services for Tennessee commercial stations increased 3 percent this year. Also, the department contracted with the State Department of Safety and the Tennessee Bureau of Investigation to provide law enforcement communications facilities during the World's Fair.

Public broadcasting has **received** 25 to 35 percent of its operating funds from the Corporation for Public Broadcasting for the past 12 years. These funds supplement local funding to improve quality of service. Federal budget reductions have already resulted in a 25 percent reduction in funding for CPB, and there are efforts to make even further funding cuts. These reductions result in fewer funds being passed on to the local stations. This has created an immediate need for WUOT and WUTC to seek increased support from local sources including soliciting donations from the audience.

Television Services

The Department of Television Services installed an expanded and improved videotape editing and post-production facility this year. The new equipment provides for color TV production that meets broadcast standards and includes special effects, slow-motion, reverse action, and instant replay. Use of the facility is shared by several departments.

WSJK, the Knoxville educational television station, and Television Services are providing closed-circuit and other special television services to the World's Fair site. The project is supported by North American Philips Corporation and the Fair

management. The department also has contracted with the State Department of Safety to produce visual materials for the state's motorcycle, automobile, and school bus driver examinations.

The department produced and distributed 41 graduate engineering courses to 17 off-campus locations as well as operating the closed circuit undergraduate instruction program on the UTK campus. Other projects included producing a program on the cultural history of the Cherokee Indians and responding to increased requests for television or video support services from departments on all UT campuses.

New ways to transmit information are constantly being developed. The greatest challenge facing Television Services is keeping current and applying the new technologies to meet University needs.

Teaching Materials Center

At the close of the fiscal year, coincident with the retirement of its director, John T. Benton, the Teaching Materials Center was discontinued as a part of the Division of Continuing Education. Its films and equipment were transferred to the UT Knoxville campus, and services such as the development of videotapes and slides will be continued as a part of the division's radio and television services.

Carmack Gets Bittner Award

Mary Carmack, who retired last summer as continuing education assistant after 53 years of service to the University, this year received the Walton S. Bittner Award, given by the National University Continuing Education Association for notable service to the field of extension and continuing education.

Systemwide Developments

Total enrollment of the statewide University decreased again in 1981-82, dropping to 43,740 from the previous year's 45,402. Part of the decrease is attributed to UT Knoxville's decision to reduce its enrollment by 1,000 because of inadequate funding. The Martin campus was the only one to record an increase.

Fees Rise Again

Once again it was necessary to raise fees. The largest fee increases in the University's history went into effect in the summer of 1981; and during the coming academic year, in-state maintenance fees again will rise by 10 percent, except at UT Knoxville where the increase will be 15 percent. Graduate student fees will increase 15 percent, as will out-of-state tuition. Students in the colleges of medicine and veterinary medicine in 1982-83 will be paying 20 percent more, and the increase for dental and law students will be 15 percent.

The increases were recommended by the State Department of Finance and Administration and the Tennessee Higher Education Commission and were taken into consideration by the state in the funding appropriated for the University.

The University's total state appropriation for fiscal 1982 is more than \$140 million—an increase of more than \$12 million over the current year. Employees can expect raises averaging 7 percent, with 5 percent funded by the state and 2 percent coming from savings within UT.

Although no major capital outlay projects were funded by the state for next year, \$400,000 was appropriated for pre-planning of a new library at UT Knoxville. Nearly \$2.5 million was approved for capital maintenance projects at UT facilities throughout the state.

Facilities Growth Continues

The University has awarded construction contracts in the amount of \$18,605,000 during the past year. The

Table I
Fall quarter enrollments for 1980 and 1981 for UT's four campuses were as follows:

Campus	1980	1981
Knoxville	30,282	28,601
Center for the Health Sciences	2,192	2,118
Martin	5,328	5,538
Chattanooga	7,600	7,483
Total	45,402	43,740

(Source: Office of Institutional Research)

total value of projects under construction during 1981-82 is more than \$95.7 million.

Projects substantially completed during the year totaled \$11,277,000. These include the Oak Street Single Student Housing at UT Chattanooga, the Agricultural Engineering Building at UT Knoxville, academic building addition and physical plant building at the UT Space Institute, and an off-campus animal care facility at the Center for the Health Sciences in Memphis.

Major projects under construction include:

- Expansion of UT Hospital, Knoxville. The addition will provide 300 new in-patient rooms, 30 special care beds, an intensive care newborn center, a new radiology department, and a new major surgery suite. Estimated cost of the project is \$44 million.
- Addition to Claxton Education Building, UT Knoxville. Space will be provided for the nine core departments in the College of Education. Estimated cost, \$4,020,000.
- Addition to UT Chattanooga University Center. The new space will provide meeting and conference facilities and offices for student activities. Estimated cost, \$3.1 million.

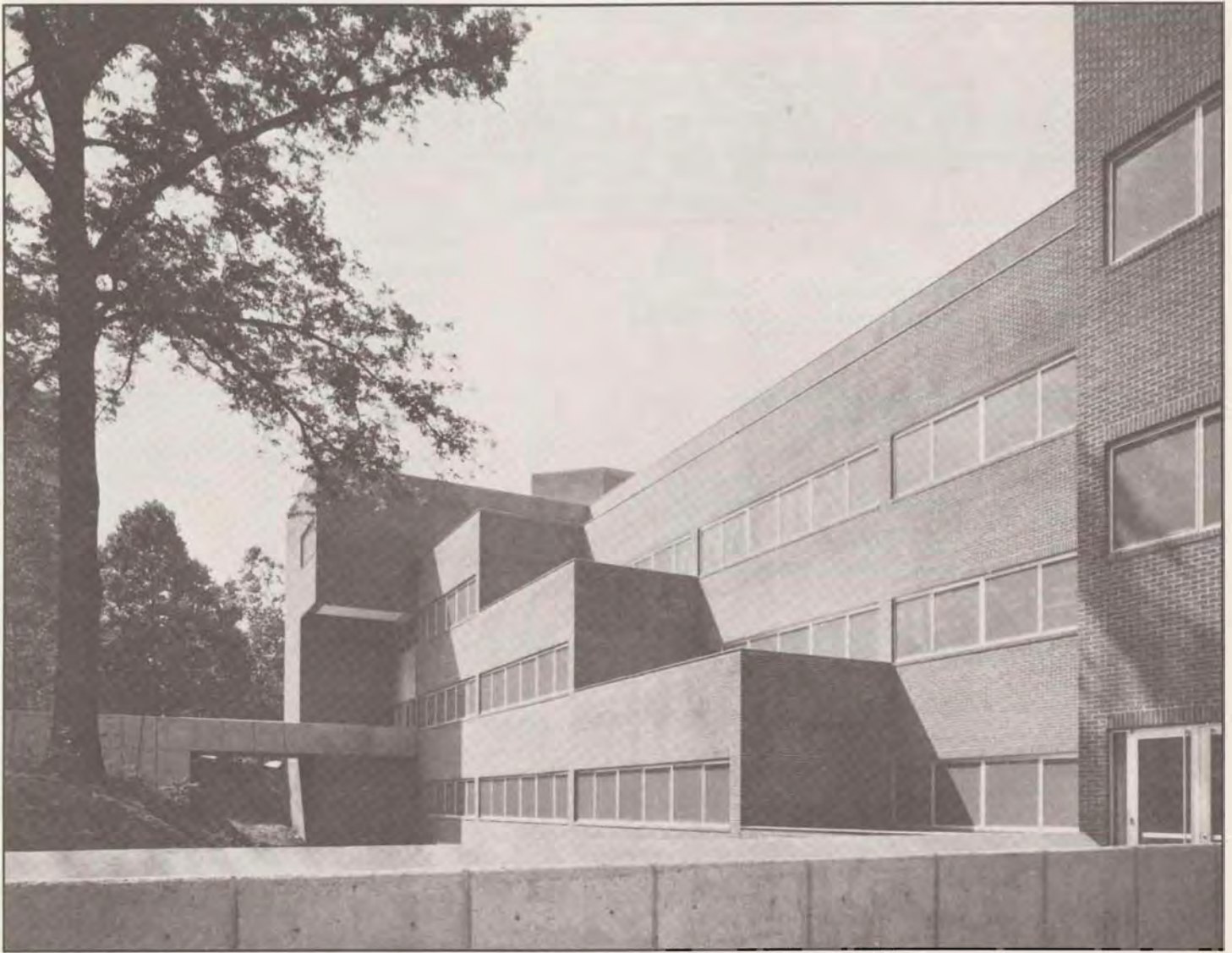
- Renovation of the Pathology Building, Center for the Health Sciences, Memphis. Floors 5, 6, and 7 are being renovated for the Department of Microbiology. Estimated cost, \$3.3 million.

- Library/Nursing Building, Center for the Health Sciences, Memphis. This new building will house the library and the School of Nursing. Total cost, \$8 million.

Projects in the design phases total \$4,382,000 and include: renovation of the Crowe Building, phase II, CHS; home team dressing room and training facilities at Neyland Stadium, UTK; and an agricultural pavilion at UT Martin.

Vice President's Duties Change

The need for a research role at the University-wide administrative level became acute this year, prompting action. Accentuating the need were several factors: the increasing involvement of faculty members in research for private sponsors, raising policy issues of patent rights, confidentiality, and commercialization potential; administrative problems encountered in the large, mission-oriented MHD research program at the UT Space Institute; and the University's potential involvement in the proposed Pellissippi



The \$4 million addition to Claxton Education Building, containing 60,000 gross square feet, will provide space for nine College of Education departments when occupied in 1982-83. With the exception of the School of Health, Physical Education, and Recreation and the music education department, the College will be located on one site for the first time in about 20 years.

Parkway research corridor. Consequently, the responsibility for research was given to the vice president for academic affairs, Dr. John Prados, and his title expanded to vice president for academic affairs and research.

The office will not be involved in research administration, nor will it review grant and contract proposals from the campuses unless these involve multiple campuses or raise significant policy issues. Instead, it will lead in University-wide policy development and will work with the UT Research Corporation in developing patents, copyrights, and/or commercial applications of the results of University research and scholarship.

The vice president for academic affairs and research will be administratively responsible for the UT Space Institute, formerly under the vice president for contin-

uing education. Academically, however, the Space Institute will remain a part of the Knoxville campus. At the fiscal year's end, Vice President Prados was seeking an associate vice president to help discharge these new responsibilities.

The decision of Dr. Charles Weaver to become the institution's first University Professor created a vacancy in the position of vice president for continuing education. Because of financial considerations, the position was not filled, but, with the approval of the Board of Trustees, was abolished. Its duties were assigned to Mr. Robert Hutchison, vice president for public service, and his title changed to vice president for public service and continuing education.

Further reorganization of the Division of Continuing Education included discontinuing the Department of Grants and

Contracts in Human Services because of inadequate funding and transferring to the Knoxville campus units and functions whose service has been almost entirely to that campus. These units and functions are the Teaching Materials Center and coordination of the UT Knoxville College of Engineering Off-Campus Graduate Program and the UTK Non-Engineering Cooperative Education Program.

Also established is a direct functional relationship between academic activities of the University-wide continuing education and public service units and the vice president for academic affairs and research, with the assistant vice presidents for continuing education and academic affairs acting as liaison between the office of academic affairs and research and that of public service and continuing education.

The University of Tennessee

Budget Summary 1981-82 and 1982-83

UNRESTRICTED CURRENT FUNDS*
(1982-83 Budget Adopted at Board Meeting June 17, 1982)

	Actual Expend. and Transfers 1981-82	Proposed Budgets 1982-83
Chattanooga	\$ 22,064,980	\$ 25,455,019
Knoxville (including Knoxville Campus, Evening School, School of Social Work and Testing Bureau)	128,042,774	140,588,725
Martin	20,418,149	22,274,069
Space Institute	3,024,690	3,474,000
Center for the Health Sciences (including Memphis Campus, College of Medicine, Memorial Research Center at Knoxville, Clinical Centers at Knoxville and Chattanooga, Family Medicine Units at Memphis, Jackson, Knoxville and Chattanooga)	48,663,595	50,811,032
Agricultural Experiment Station	12,122,412	12,841,237
Agricultural Extension Service	14,845,682	16,089,143
Veterinary Medicine	5,352,014	5,777,554
Municipal Technical Advisory Service	899,518	995,740
County Technical Assistance Service	741,147	900,037
State-wide Programs (including Continuing Education, Institute for Public Service and University-wide Administration and Services)	11,804,408	12,489,943
TOTAL	\$267,979,369	\$291,696,499
	Estimated Revenue 1982-83	
Student Fees	\$ 51,286,736	
State Appropriations	140,474,979	
Federal Appropriations	10,381,166	
Gifts, Grants and Contracts	8,401,626	
Sales of Educational Activities	11,075,008	
Sales of Auxiliary Enterprises	58,279,449	
Other Sources	11,797,535	
TOTAL	\$291,696,499	

*Includes all entities except hospitals.

Analysis of State Operating Appropriations

	Actual Appropriations FY 1981-82	THEC Recommendations FY 1982-83	Appropriated by Legislature FY 1982-83
A. Formula Units			
UT Chattanooga	\$ 10,894,706	\$ 13,375,600	\$ 12,325,300
UT Knoxville	53,093,080	64,067,500	58,911,100
UT Martin	<u>8,897,848</u>	<u>10,790,400</u>	<u>9,935,500</u>
Sub-Total	\$ 72,885,634	\$ 88,233,500	\$ 81,171,900

Non-Formula Units

UT Center for the Health Sciences

UTCHS Units	\$ 18,525,928	\$ 20,717,700	\$ 19,508,800
College of Medicine	11,606,390	13,935,700	12,933,500
Family Medicine Units	1,729,182	1,929,700	1,856,100

UT Space Institute

	1,276,790	1,754,100	1,648,700
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Agriculture

Agricultural Experiment Station	4,858,644	5,887,500	5,663,100
Agricultural Extension Service	8,160,420	9,218,700	9,064,779
Veterinary Medicine	4,332,401	5,069,500	4,802,100

Public Service

Institute for Public Service	1,157,338	1,277,000	1,226,600
Municipal Technical Adv. Svc.	388,252	456,600	439,400
County Technical Asst. Svc.	297,050	352,200	339,300

Continuing Education

	649,296	731,500	703,100
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University-wide Administration

	<u>1,022,117</u>	<u>1,162,300</u>	<u>1,117,600</u>
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Sub-Total	\$ 54,003,808	\$ 62,492,500	\$ 59,303,079
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GRAND TOTAL	\$126,889,442	\$150,726,000	\$140,474,979
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Where UT's Money Comes from...

Resources Budgeted 1982-83*



Gifts, Grants and Contracts	\$64,935,420	13.7%
Sales and Services of Education Activities	102,210,425	21.5%
Federal Appropriations	10,381,166	2.2%
Endowment Income and Other Sources	17,574,994	3.7%
Auxiliary Enterprises	58,279,449	12.3%
Student Fees	51,286,736	10.8%
State Appropriations-Direct	140,474,979	29.5%
State Appropriations-Staff Benefits	30,090,000	6.3%
Total	\$475,233,169	100.0%

...and Where it Goes

Uses of Budgeted Resources 1982-83*



Instructional Programs and Related Activities of Academic Departments	\$230,608,877	48.5%
Public Service	27,443,389	5.8%
Auxiliary Enterprises	57,200,954	12.1%
Research	45,266,499	9.5%
Institutional Support, Student Services, and Staff Benefits	80,451,708	16.9%
Maintenance and Operation of Physical Plant	24,887,209	5.2%
Scholarships and Fellowships	9,374,533	2.0%
Total	\$475,233,169	100.0%

*Includes unrestricted, restricted, and hospital funds.



Zoe Caldwell's performance in the title role of Medea earned her Broadway's 1982 Tony Award for best actress. She was supported by Dame Judith Anderson, right, and Mitchell Ryan. The Clarence Brown Company's production of the Greek tragedy opened in Knoxville before moving to Washington and New York.

Development

The University of Tennessee continues to enjoy outstanding private support in its effort to enhance the quality of its academic programs. The current levels of private giving from individuals, corporations, and foundations have propelled the University to a much higher orbit than in any year since 1955 when development records were first kept.

Other universities and outside consultants predicted a slight decline in annual support to UT when the *Tennessee Tomorrow* Fund Campaign ended last year. This has not occurred; in fact, a new chapter is being written in the development history of the University by those who have devoted themselves to disproving these predictions. People throughout Tennessee and the rest of the nation have a better idea of the University's programs and needs as a result of the campaign and are responding in record numbers. The University is in a much better position to address the challenges of the future, thanks to the support and involvement of countless individuals, corporations, and foundations.

Many people who had little or no contact with the University before the *Tennessee Tomorrow* Fund Campaign are now donors. Corporations and foundations have continued their significant levels of support, and many new contributors have been added. These factors have propelled the University to its new orbit of support.

The University's key volunteer organization—the Development Council—continues to provide guidance for development programs at the University-wide level. On the individual campuses the chancellors' support groups are instrumental in the overall success of the development program. Also, the chancellors, deans, department heads, and other faculty members on each campus meet regularly with development officers to discuss needs and share information pertinent to the cultivation and solicitation process.

Significant major gifts received during the 1981-82 fiscal year follow.

- The Rehabilitation Engineering Program at the UT Center for the Health Sciences, Memphis, has received a five-year \$1.25 million gift from the Crippled Childrens Hospital Foundation in Memphis.
- The Exxon **Education** Foundation has



Among major gifts of 1981-82 was a \$70,000 contribution from Robert H. and Monica Cole to establish and maintain the Robert H. Cole Parkinson's Disease and Stroke Clinic and the Robert H. Cole **Microvascular** Surgery Laboratory at UTCHS-Knoxville. Pictured, left to right, are Monica Cole, President Boling, Robert H. Cole, and Dr. A. W. Biggs, vice chancellor, UTCHS-Knoxville.

committed \$200,000 to UTK for professorships in engineering and geology.

- Mr. and Mrs. Hardy Graham of Union City, Tenn., have established a distinguished professorship at UT Martin through a \$50,000 gift.

- Mr. and Mrs. Robert H. Cole have contributed \$70,000 for a Parkinson's Disease and Stroke Clinic and for a Microvascular Surgery Laboratory at the UT Center for the Health Sciences, Knoxville.

- The Topya Foundation has committed \$750,000 to a matching gift challenge at the UT Chattanooga Center for Economic Education.

- Alumni of the College of Medicine have contributed more than \$1 million to establish the Simon R. Bruesch Chair of Anatomy in the College of Medicine to honor a longtime faculty member.

- United Foods Corporation has given land valued at \$650,000 to UTK.

- The Ackerman Foundation has presented the UTC library limited edition books and original prints valued at \$53,000.

- The Brock family has contributed an additional \$25,000 for the Brock Scholars program at UTC.

- A professorship in accounting has been established in the UTK College of Business Administration as a result of a

\$100,000 commitment from the Ernst and Whinney Foundation and the major partners of the firm.

- Texas Instruments Corporation is providing \$350,000 worth of laboratory equipment for the College of Engineering at UTK.

UT is fortunate to have the business and professional men and women who serve on its Development Council. Special recognition is due John Fisher, chairman of the council, Frank Norfleet, vice chairman, and the many others who have contributed their time and talents to this institution. The council's executive committee also deserves special recognition for the work it does to improve the organization's effectiveness.

The chairmen of the various campus development organizations work effectively in the communities surrounding the major campuses to increase the visibility and enhance the reputation of the University in those areas.

These efforts by the University's volunteer leadership and the continuing generosity and support of individuals, corporations, and foundations will insure that the University's development program remains in its successful orbit.

Alumni Affairs & Annual Giving

This year has been another in a series of outstanding successes in alumni affairs and annual giving, a story that continues to be told by volunteer leaders who set the pace. This year more than 800 volunteers have been actively engaged on more than 30 University-wide boards, councils, and committees to provide leadership for the National Alumni Association.

Increased giving through the annual giving program by alumni and other friends continues to be the primary method for gauging alumni commitment to the University as a high-quality institution. As anticipated, new records were set in number of contributors and dollars given in 1981-82. For the seventh consecutive year, annual giving exceeded the million dollar mark as 25,882 alumni and other friends contributed \$1,977,827. These record totals mean that more dollars will be available for University programs in the year ahead.

This year the National Alumni Association will give scholarships totaling \$388,300, support 18 Distinguished Serv-

	1980-81	1981-82	Net Change
Number of Contributors	24,850	25,882	1,032
Dollar Total	\$1,773,325	\$1,977,827	204,502
Average Gift	\$71.36	\$76.42	\$5.06

ice Professorships, and name 10 Outstanding Teachers—all made possible by undesignated annual giving. Special projects include campus band and singer grants, legislative internships, miniature diplomas for graduating seniors, and campus program grants.

More than 10,000 persons took part in National Alumni Association programs this year as fund-raising workers in telethons and personal solicitation campaigns and as participants in chapter meetings, alumni tour programs, women's activities, and other functions.

A new program implemented in the 1982-83 fiscal year was the "Meet Me at the Fair" project involving almost 1,600 alumni and other friends who visited the World's Fair at Knoxville in July and Au-

gust. The individuals were on the Knoxville campus for a series of four four-day, three-night visits to the fair. They stayed in University housing, dined in campus food facilities, and used its recreational facilities.

Because of space limitation, more than 600 persons were denied admission to the program, a show of interest that encourages the consideration of continuing the summer family camp idea in future years.

For more than four decades the primary goal of the UT alumni program has been to involve former students in the institution's affairs. National Alumni Association programs will continue to have as a high priority the identification and participation of new volunteers in its programs.



Obviously pleased by this year's annual giving results are, from left, President Boling, Betty Whaley, national chairman of annual giving, and Dr. Joseph E. Johnson, UT executive vice president and vice president for development. In 1981-82, 25,882 alumni and friends gave a record \$1,977,827.

The Year Ahead

The ability of students, faculty, and administrators to maintain an acceptable level of quality in the University's programs is a point of considerable pride. But challenges must be confronted in the coming year, and they will be all the more formidable unless the economy improves.

Our greatest challenge, of course, is to remain a high quality institution. An important challenge is to justify the level of funding that will make us competitive with other institutions in the basics of higher education. I am convinced the alumni believe in the University and its quality, and I believe we have the goodwill and support of foundations and corporations. What we do not know is whether the State of Tennessee will adequately fund publicly aided institutions of higher education.

We are happy to report that a better attitude toward higher education exists among state administrators and legislators than in some previous years. There seems to be no question among legislators regarding the University's need for funds or its right to have funds if only they were available. While we regret the necessity of repeatedly raising student fees, we accept and advocate the 30-70 split for educational costs, with the student paying 30 percent of the cost of an education and the state furnishing the remaining 70 percent.

We are challenged to lift Tennessee from among the lowest in the region in terms of per capita state appropriations for higher education. In 1981-82 Tennessee ranked last among the 14 Southern

Regional Education Board states and forty-first among all 50 states. As long as this ranking is tolerated, there is little chance for the University of Tennessee to remain a high quality institution.

As we look at the year ahead, we must consider the value to the institution of the World's Fair now being held in Knoxville. Besides the educational value to faculty and students of having an energy exposition at our doorstep, the residual uses of the area can be valuable assets to the institution, and we must plan wisely. The University will obtain some valuable acreage from the fair site, which will provide space for campus expansion and parking.

Two extraordinary opportunities have recently been presented to the University. The first of these is Governor Alexander's proposal that a "technology corridor" be established in the area of the Pellissippi Parkway linking Knoxville and Oak Ridge. The basic concept is to find imaginative ways to capitalize on the economic potential of the unique combination of high technology research and scientific talent existing at UT, the Tennessee Valley Authority, Oak Ridge National Laboratory, and a number of high technology companies already located in the Oak Ridge-Knoxville area.

A technology corridor task force has studied ways to make the corridor a reality, and Chancellor Reese has committed a staff person to assist the task force. One of the first tasks is to develop a catalog of the impressive array of market-

able scientific and technological abilities which exist at UT Knoxville. As the major research institution in Tennessee, UT Knoxville will be expected to play a major role in the development of the technology corridor, and the campus is fully committed to assist and cooperate in this important new initiative.

The second unique opportunity is closely related to the development of a technology corridor. Union Carbide Corporation has announced its intention to discontinue its relationship with the federal government as prime contractor for Oak Ridge National Laboratory, the gaseous diffusion plants at Oak Ridge and Paducah, and the defense technology facility commonly known as Y-12. It appears likely that each of these installations will be put out separately for management bids, and the University is studying the feasibility of submitting a bid to manage the Oak Ridge National Laboratory. The University does not intend to become involved in the other areas of the Oak Ridge installation, such as weapons production.

UTK is assembling a task force of 30 faculty and staff members to examine the political, economic, and scientific issues confronting national laboratories. The task force will make its report in December and recommend whether the University should submit a proposal to manage ORNL. If such a relationship with ORNL proves to be feasible, UT Knoxville's national and international prestige could be tremendously enhanced

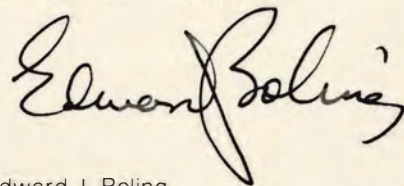
and ORNL could be started on a course of significant new **development**.

In every major speech I have made to alumni or any other audience in the past five years, I have said that in my judgment the worst enemy of the University—and all of publicly aided higher education—is inflation. We have lost precious ground for the past six or seven years because of inflation. For whatever reason—the recession, the current federal administration's policies—inflation is declining toward an acceptable level. If this trend continues, it could do more for the return to sound fiscal health for the University than any other single action. It would help more than almost any amount of money the legislature might appropriate for this institution. Our Center for Business and Economic Research recently

issued a report concluding that Tennessee's economy will begin to regain strength in the second half of 1982 and will continue to gain in 1983. If we can emerge from the current recession and if inflation returns to an acceptable level, we should start making genuine progress in 1982–83.

As we conclude another in the 188-year history of The University of Tennessee, we must recognize the value of the institution's many understanding and helpful friends and well-wishers. Governor Lamar Alexander has given the University substantial support in a particularly trying year, as have Commissioner William Sansom, Lieutenant Governor John Wilder, House Speaker Ned McWherter, members of the General Assembly, and the Tennessee Higher Education Commis-

sion. We are indebted to the University's Development Council and the private support organizations of the four academic campuses for their **continued** help. The National Alumni Association and its individual members remain a source of strength. And we are especially grateful to the students, faculty, staff, and administrators at all of the University's campuses and units throughout Tennessee for their many contributions to quality education during another difficult year.



Edward J. Boling
President



